

Solving Cleanup Challenges Through Risk Reduction

IMPLEMENTATION OF EMAB AND NAPA RECOMMENDATIONS – STATUS BRIEFING

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Environmental Management Advisory Board Meeting

Knoxville, Tennessee

March 6 – 7, 2007



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Briefing Outline

- **FY-06 EMAB Recommendations**
- **NAPA Recommendations**
 - **1st Interim Observations Paper**
 - **2nd Interim Observations Paper**



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FY-06 EMAB Recommendations

- * 11 recommendations – 5 on human capital management, 5 on communications, 1 on business management.
- * EM management has decided to implement all.

1. Develop accountability for the Human Capital Plan (*Lead: Fiore*)
2. Identify the efforts being made to increase morale and establish a positive work-culture, and expand upon these efforts (*Fiore*)
3. EM should take steps to develop and institutionalize the Mentoring Program, thereby connecting it to career development (*Fiore*)
4. EM should promote executive development and increase their efforts to retrain and develop current employees (*Fiore*)



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FY-06 EMAB Recommendations

5. In support of the Human Capital Initiative, EM should develop advanced management training modules and review the DOD's career development processes to devise a suitable, DOE, career-progression path for internal advancement and growth. Such action would strengthen the EM's resources and aid in leadership retention (*Fiore*)
6. Establish a permanent position to provide the needed communications role in the Office of the Assistant Secretary (*B. Carr & Communications Working Group*)



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FY-06 EMAB Recommendations (continued)

- 7. Incorporate communications into all aspects of decision making (*Carr & CWG*)**
- 8. Incorporate a communications element or standard to performance appraisal plans for key managers, especially field managers (*Carr & CWG*)**
- 9. Measure the effectiveness of current communications tools (*Carr & CWG*)**



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FY-06 EMAB Recommendations (continued)

- 10. Ensure that timely and adequate information and responses are provided to local, state and tribal governments. Similarly, ensure timely responses to recommendations from Site-Specific Advisory Boards and other stakeholders (*Carr & CWG*)**
- 11. In support of EM's small business goals, the program should increase its level of participation in future DOE Small Business Conferences (*EM-1 & EM-50*)**



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NAPA Recommendations (I)

1st Interim Observations Paper (Sep. 2006)

- 4 Recommendations on Organization & Management
 - Implementation: 2; further evaluation: 2; lead: EM-1, 2 & 3
- 4 Recommendations on Human Capital Management
 - Implementation: all; lead: Fiore
- 4 Recommendations on Acquisition & Project Mgt.
 - Implementation: all; lead: Surash



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NAPA Recommendations (II)

2nd Interim Observations Paper (January 2007)

- 3 Recommendations on Organization & Management
- 3 Recommendations on Human Capital Management
- 12 Recommendations on Acquisition & Project Management
- EM-1, 2 & 3 determination on implementation – March 2007



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EM Leadership Focus Areas

Communications Working Group

- Team Leaders: Mark Gilbertson (HQ) and Bill Spader (SR)
- Team Members: Jay Rhoderick (HQ), Keith Klein (RL), Scott Van Camp (ID), Bryan Bower (WV), Claudia Gleicher (HQ), Sandy Johnson (HQ), Dave Moody (CBFO), Melissa Nielson (HQ), Bill Levitan (HQ), Bobby Carr (HQ)
- The Communications Working Group recommendations (ref: Gilbertson's presentation)
- Meeting with EM-1, 2 & 3 scheduled for March 8, 2007
- Recommendations to be presented/discussed at the upcoming EM Leadership Meeting (March 13-14, 2007)



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EM Leadership Focus Areas

Business Processes Working Group

- Team Leaders: Jack Craig (CBC) and Steve Cuevas (HQ)
- Team Members: Barry Smith (HQ), Cindy Rheaume (HQ), Rick Provencher (ID), Don Metzler (MOAB), Jack Surash (HQ), Matt Zenkovich (HQ), Terry Spears (SR), Karen Guevara (HQ), Roy Schepens (ORP, retired in March 2007), Bill Murphie (PPPO), Mark Frei (HQ), Christine Gelles (HQ), Frank Marcinowski (HQ), Jim Owendoff (HQ)
- The Business Processes Working Group recommends 3 action plans
 - Improving the EM acquisition process
 - Improving the EM budget process
 - Improving the integration of EM acquisition, budget and project management processes
- Meeting with EM-1, 2 & 3 scheduled for March 9, 2007
- Recommendations to be presented/discussed at the up-coming EM Leadership Meeting (March 13-14, 2007)



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EM Leadership Focus Areas

Roles & Responsibilities Working Group

- R2A2 – Roles, Responsibilities, Accountabilities, and Authorities
- Team Leaders: Sandra Waisley (HQ) and Shirley Olinger (ORP)
- Team Members: Dave Brockman (RL), Bill Taylor (OH), Dae Chung (HQ), Richard Stark (HQ), Vernon Daub (CBFO)
- The R2A2 Working Group recommended a total of 18 actions in 4 projects
 - Identify existing EM/HQ R2A2 management systems
 - Survey HQ and Field management
 - Document EM/HQ R2A2 and update systems
 - Communicate R2A2
- Meeting with EM-1, 2 & 3 on January 31, 2007
- Recommendations to be presented/discussed at the up-coming EM Leadership Meeting (March 13-14, 2007)



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EM Leadership Focus Areas

Embracing Diversity Working Group

- Team Leaders: Yvette Collozo (SR) and Cynthia Anderson (HQ)
- Team Members: Jeff Allison (SR), Jeanne Beard (HQ), Steven Feinberg (SPRU), Jim Fiore (HQ), Betty Hollowell (RL), Frazier Lockhart (RF), Barbara Male (HQ), Steve McCracken (OR), Rodrigo Rimando (BNL), Mike Weis (RL)
- The Embracing Diversity Working Group recommends 11 actions to develop and implement key model recruitment and retention strategies in EM
- Meeting with EM-1, 2 & 3 scheduled for March 9, 2007
- Recommendations to be presented/discussed at the up-coming EM Leadership Meeting (March 13-14, 2007)



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EMAB, NAPA & EM Focus Area Recommendations Tracking System

- Excel Spreadsheet – Topic Area, Recommendation, Implementation Decision, Actions, Lead Manager, Due Date, Completion Date, Status (color-coded), Remarks
- Actions are managed using Project Management Approach
- Implementation of each EMAB/NAPA recommendation is led by a senior EM/HQ manager (mostly at DAS level)
- The Focus Area Working Groups will lead the implementation of their recommendations, with assistance from EM/HQ and Field volunteers



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